



What is it about Rush?

2006 Annual Report

 RUSH UNIVERSITY  
MEDICAL CENTER



It's leadership that draws from experience and plans for the future.



Table of contents

Patient Care	3-6
Research	7-10
Education	11-14
Community	15-18
Transformation	19-20
Financials and Statistics	21-24
Honor Roll	25-28
Governance	29

What is it about Rush that makes it an extraordinary place of healing? It's a question we ask ourselves often — mostly because the question makes us strive to do things better and the answers make us very proud to be a part of Rush.

It's the people at Rush who truly make a difference. Here, highly skilled teams of clinicians, scientists and educators collaborate to develop and translate research advances into innovative approaches to care. The proof is everywhere. It's in a knee replacement that renews an active life. It's in problem-solving research that brings new hope to stroke patients today. It's in a commitment to educate the health care providers of tomorrow. It's advanced care and cutting-edge techniques, and, most important, it's a team of caregivers with a special philosophy of patient-focused care that sets Rush apart.

It's also the pride we have in a year like 2006 — a pivotal one for Rush. We are pleased that Rush's financial stability earned us an 'A' bond rating from financial rating services such as Standard & Poor's. Rush nurses were honored with the prestigious Magnet designation for a second time in a row, and Rush was designated a "top performer" among academic medical centers nationally and number one in equity of care by University HealthSystem Consortium. And, we are particularly proud of Rush's connection with our community — a partnership that is foundational to Rush and so important that we committed more than \$155 million in resources to support it.

Through your support, the Campaign for Rush University Medical Center made excellent progress this past year. The campaign will provide our caregivers with new and renovated facilities to accommodate the most advanced technologies. Campaign funds will also support scholarships for the best and brightest students, and innovative research that promises to forever change the way we care for our patients.


So, what is it about Rush? Our 2006 Annual Report offers a glimpse into daily life at Rush, and the stories told help us answer this question. We think you'll see why Rush University Medical Center has earned its reputation as a leader in health care and a truly exceptional place of healing.

Larry J. Goodman, MD  
President and CEO

Edward A. Brennan  
Chairman, Board of Trustees

Richard M. Jaffee  
Chairman, Campaign for Rush University Medical Center





It's a special philosophy  
of care focused on the needs  
of individual patients  
and their families.

## A unique program pooling resources to find the best solution

For expectant parents, finding out their baby will be born with serious health conditions is an immeasurable tragedy. But a unique program developed this year at Rush helps those parents through that difficult time with an innovative, collaborative approach to whole-family care.

The Rush Fetal and Neonatal Medicine Program addresses the entire spectrum of patient and family needs by bringing together a group of compassionate health care providers to develop a care plan for both mother and baby, answering questions and providing information. Led by co-directors, Jacques Abramowicz, MD, director of obstetrics and gynecologic ultrasound, and Robert Kimura, MD, director of neonatology, the program's medical team consists of obstetricians, perinatologists, neonatologists, geneticists, pediatric subspecialists, social workers, ethicists, pediatricians and others who have a hand in caring for the newborn. The group of specialists meets with the family prior to birth to review the case, pool their knowledge and exchange opinions. Families then have the opportunity to ask questions and acquaint themselves with the team that will guide them through their pregnancy and delivery.

The program, the only one of its kind in Chicago and possibly in the nation, was conceived to address the fact that grieving begins the moment expectant parents learn their baby is facing a medical issue. The team approach significantly reduces anxiety, stress and confusion, and it leads to more thorough and accurate diagnoses and an individualized treatment plan for each pregnant patient and newborn.

It's a commitment to provide the best care for even the tiniest of patients like one-day-old Garvin DeShawn Johns.




### The first knee replacement shaped specifically for women

Although the majority of the 400,000 knee replacement surgeries performed each year are on women, the implant is made to fit men. But orthopedic surgeons at Rush know that a woman's knee isn't just a smaller version of a man's — and they've helped design the solution. Aaron G. Rosenberg, MD, and Richard A. Berger, MD, were two of 10 orthopedic surgeons who designed the Gender Solutions High-Flex Knee, the first knee implant shaped for women. The implant is placed using minimally invasive techniques that allow for smaller scars, shorter hospitalization and quicker rehabilitation and recovery; and safely accommodates the flexion necessary for activities like climbing stairs, sitting in a chair and golfing.

### Recognition that Rush's patient care ranks among best in the country

Rush University Medical Center was named a top-performing hospital in a special quality and safety benchmarking study conducted by the University HealthSystem Consortium. The UHC study, based on patient outcomes, patient safety, mortality, efficiency and equity of care, estimated that if a middle- or average-performing hospital made the improvements necessary to become a top-performing hospital, more than 150 lives would be saved each year. Designed to identify the organizational and cultural factors that contribute to superior patient care, the study involved some of the nation's finest academic medical centers and placed Rush in the top tier of UHC member institutions.





It's Rush programs and caregivers consistently recognized among the best in the country.

## Nursing excellence awarded with the highest seal of approval

Rush's focus on complete and compassionate care brings more and more patients to Rush each year. But it's the people behind that care who set Rush apart.

And for the second time in a row, the American Nurses Credentialing Center awarded Rush's nurses Magnet status, which is the highest recognition given for nursing excellence. Fewer than 50 hospitals in the United States have received the Magnet designation twice, and Rush is the only hospital in Illinois treating both children and adults to receive the honor a second time.

Hospitals with Magnet status are noteworthy because independent studies show that they usually have patients who go home earlier, are more satisfied with their care, have more time with their nurses and lower mortality — and happy patients make happy nurses.

To earn Magnet status, Rush underwent a vigorous, multifaceted evaluation. The Magnet appraisal team interviewed more than 350 members of the Rush staff and visited 37 locations, including all nursing units, during a site visit held in April 2006. Rush was also required to submit extensive written documentation as part of the evaluation.

In all, a little more than 200 hospitals out of approximately 5,000 hospitals nationwide have been awarded Magnet designation since the program was formally established in 1993.

It's nurses like Margaret Bruno, senior RN, who personify Rush's excellent nursing staff.



### Being ranked in 10 categories

Ten Rush University Medical Center programs were ranked among the best in the nation according to *U.S. News & World Report*. The magazine listed the top hospitals across the country for 16 medical specialties as part of its annual "America's Best Hospitals" issue. Just 176 out of 5,189 hospitals scored high enough to rank in even a single specialty, and in three of the specialty areas, no other hospital in Illinois ranked higher than Rush: orthopedics (sixth in the nation), neurology and neurosurgery (12th in the nation) and kidney disease (21st in the nation).

### Having the only cancer program in Chicago with an award from the American College of Surgeons

Rush's cancer program was awarded an Outstanding Achievement Award from the American College of Surgeons Commission on Cancer. Rush was the only Chicago-area cancer program on the list and one of only two sites in Illinois. The award is significant for physicians, but is even more important for patients — it ensures a multispecialty, team approach to providing the best treatment options and access to comprehensive care with a range of state-of-the-art services and equipment. Only 39 cancer programs in the nation received the award, representing approximately nine percent of the programs surveyed.

It's innovative, life-saving research that creates hope and brings relief.

## A device that reduces damage caused by stroke

Sudden numbness or weakness in the face or extremities, loss of balance, sudden confusion or trouble walking all can be signs of stroke — the third leading cause of death in the United States. And current treatment for stroke is often not effective or is difficult to administer in the very short three-hour treatment window.

Marking a significant stride toward a new solution, doctors at Rush were among the first in the Midwest to begin testing a new, minimally-invasive approach to treat this devastating problem.

The Penumbra Stroke System uses suction and catheterization techniques to remove blood clots in large brain vessels that cause acute ischemic stroke, or a blockage of blood flow to the brain. The system rapidly restores blood flow and limits damage in the brain caused by stroke. Currently available devices use a corkscrew-shaped coil to snag the blood clot but make the extraction of rigid clots difficult. And, unlike other stroke treatments, the Penumbra can be used up to eight hours after the onset of stroke and has the potential to minimize injury to the blood vessel wall.

Led by Demetrius Lopes, MD, the first fellowship-trained endovascular neurosurgeon in Chicago, the Phase I research study could result in a new life-saving tool and a major advancement in stroke treatment.

It's physicians like endovascular neurosurgeon Demetrius Lopes, MD, repairing life-threatening problems in the brain with the most advanced and smallest of instruments.



## A study that could reverse the damage of a heart attack

As part of a nationwide study, cardiologists at Rush tested a way to regenerate heart muscle and reverse the damage caused by a heart attack. Led by Rush cardiologist Gary Schaer, MD, head of the Rush Cardiac Catheterization Laboratory, the study used transplanted stem cells to regenerate damaged heart muscle in patients who experienced a first heart attack. Using a standard IV line to infuse adult stem cells from healthy donor bone marrow instead of open surgical procedures or catheterization, the study aimed at reversing damage to heart tissue. Results of the study will help cardiologists unlock the mystery of stem cells and their vast potential to change or save lives. Rush was the only site in Illinois chosen to participate in the nationwide study.

## Being one of a few sites in the world testing a system to improve radiation treatments

Rush was chosen as one of a few sites in the world to investigate the use of the Perspecta Spatial 3D system to improve evaluation and planning of radiation treatments for cancer. With the Perspecta system, radiation dose distribution is superimposed over the 3D patient image, allowing physicians to view and manipulate the images from any vantage point around the 360-degree dome. This perspective allows James Chu, PhD, professor and director of medical physics for the Department of Radiation Oncology, to see more clearly the areas that are and are not receiving radiation and, as a result, increase the efficiency of the treatment.



It's groundbreaking research that changes lives at every stage.

## Using some of the world's largest aging studies to identify early signs of Alzheimer's

The Rush Alzheimer's Disease Center has identified subtle memory deficits often ascribed to normal aging or forgetfulness as early signs of Alzheimer's disease.

Using donor participants from Rush's Memory and Aging Project, the largest study of its kind in the world, and the Religious Orders Study, a collaborative study involving more than 1,000 religious clergy, researchers led by David A. Bennett, MD, director of the Rush Alzheimer's Disease Center, discovered that participants whose brains showed indicators of Alzheimer's but didn't have dementia at the time of their death scored lower on memory tests like recalling stories or word lists.

The results support the idea that large numbers of older people can tolerate an amount of Alzheimer's pathology without it progressing to dementia. While all of the study participants appeared highly functional, the study suggested that even slight impairment of episodic memory in older people may signify the presence of Alzheimer's — and that the number of people with Alzheimer's is probably much larger than current estimates. It may also help identify a new direction in research aimed at solving the mystery of early detection.

Participants in the Memory and Aging Project and the Religious Orders Study undergo annual clinical evaluations and cognitive performance tests. After they die, autopsies are performed on their brains. Researchers are using the information from the studies to discover which changes in the brain are responsible for memory loss and movement problems.

It's a commitment to research and a belief in its ability to cure that motivates participants in the Memory and Aging Project and the Religious Orders Study to donate their brains to Rush.



### Testing neck implants to relieve chronic neck and arm pain

Rush was one of a few sites in the nation chosen to test a new approach to treat chronic neck and arm pain. The Porous Coated Motion Artificial Disc was designed as an alternative to traditional spinal fusion surgery for cervical disc degeneration, a common cause of neck and arm pain that can greatly affect quality of life. Led by orthopedic surgeon Frank Phillips, MD, the goal of the ongoing trial is to determine whether the implant can simulate the natural function of the cervical disc and restore the motion of the spine.

### A study showing the effect of snoring on a marriage

While snoring is often blamed for a poor night's sleep, it's rarely blamed for divorce — but researchers at Rush think it should be. The Sleep Disorders Center at Rush conducted a scientific sleep study to evaluate how a husband's sleep apnea affects the wife's quality of sleep and the couple's marital satisfaction. The Married Couples Sleep Study evaluated couples in which the male has been diagnosed with obstructive sleep apnea. After completing surveys about sleepiness, marital satisfaction and quality of life, the couple spent the night in the sleep lab where technicians determined each partner's quality and quantity of sleep. Early results showed that treatment for sleep apnea significantly improved sleep quality, reduced tension and strain — and identified a new way to help save a marriage.





It's student learning opportunities that demonstrate health care education happens as much out of the classroom as in.

## A program uniting skills with the health care needs of the community

To deliver top-notch patient care, doctors, nurses and allied health professionals must work collaboratively to meet their patients' needs. All too often, health care education gives students volunteer opportunities working with others in their own field of study, but not with professionals from other disciplines. But Rush's interdisciplinary student volunteer program, RU Caring, brings together medical, nursing, audiology and occupational therapy students, as well as students from other fields of study, providing them the opportunity to develop and hone clinical, interpersonal and leadership skills while learning to work with colleagues from other health disciplines.

Each spring, students in RU Caring volunteer their skills and time at the Spring Into Fitness Health Fair, performing physicals and basic health screenings for diseases like hypertension, asthma and diabetes, among other services, and distributing health education, for residents of Chicago's West Side. Volunteers at the 2006 fair at the United Center treated more than 300 adults and children. These students apply the skills they've learned in the classroom in a clinical setting, and Chicago's underserved population gets access to essential medical services — health care education that exemplifies the true spirit of collaboration.

It's individuals like nursing student Rose Andron and medical student Nathan Heinzerling who make a difference in the health and lives of young students at Webster Elementary School in Chicago.



### Students using awards to improve health and access to care

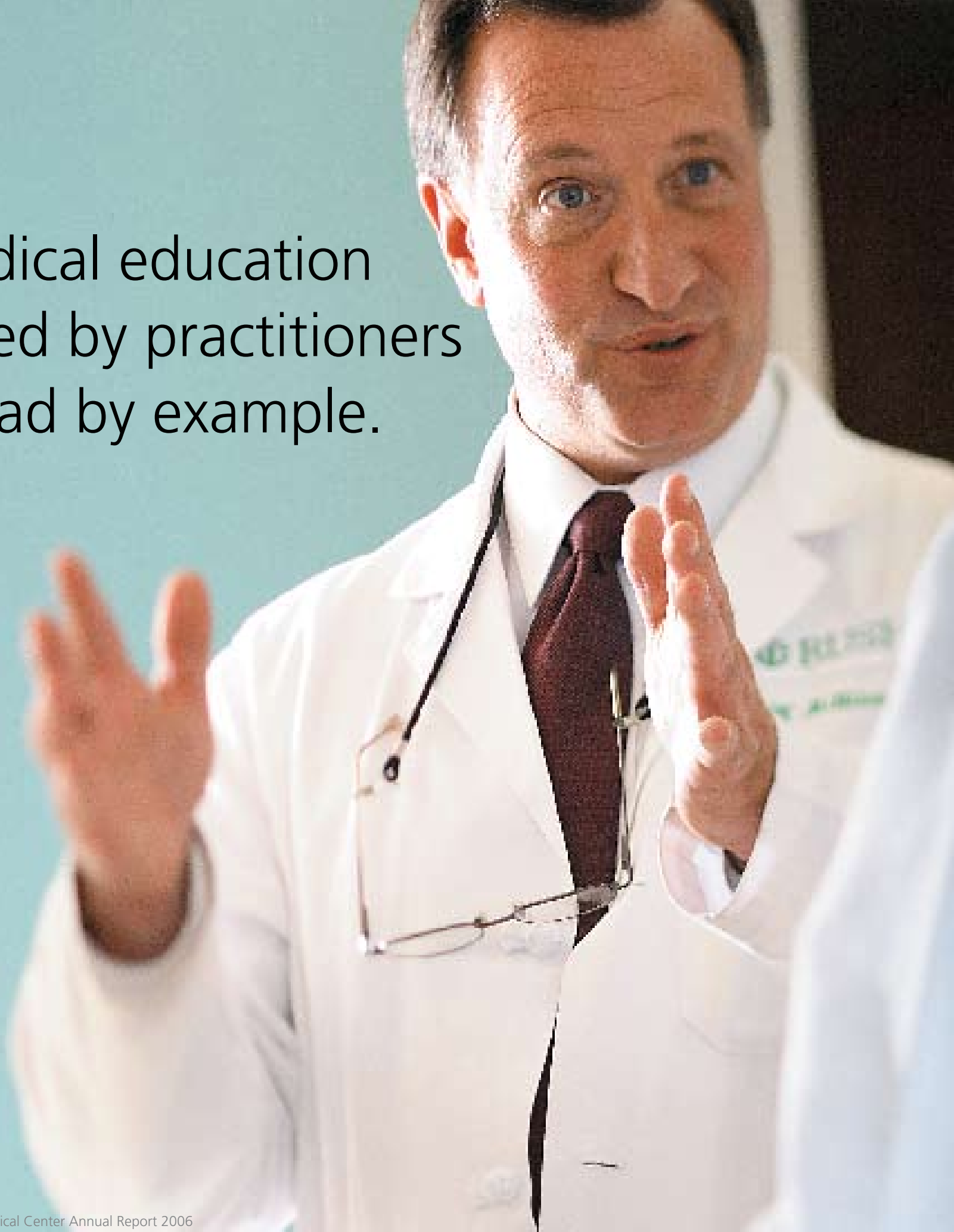
Five graduate students at Rush University were selected as 2006-2007 Chicago Area Schweitzer Fellows. Honoring the legacy of Nobel Laureate Dr. Albert Schweitzer, each of the students will design and direct an innovative project to improve health and access to health care for people who are recognized as medically underserved. With projects ranging from securing medications for uninsured patients, to developing peer-based health training for adolescents, to educating parents about the risks of childhood obesity, the fellows will dedicate at least 200 hours of service to local communities lacking access to adequate health care services.

### Attracting a nationally recognized community health researcher as dean of the College of Nursing

Melanie C. Dreher, PhD, RN, a national leader in nursing education, joined Rush as the new John L. and Helen Kellogg Dean of the College of Nursing. Dreher's distinguished career as a researcher has been focused on the health and welfare of underserved communities and the influence of culture in patient-provider communication. She came to Rush from the University of Iowa College of Nursing, where she served as professor and Kelting Dean and was instrumental in establishing its Master in Nursing and Health Care Practice degree. She has also received numerous research grants and is an internationally renowned author and speaker.



It's medical education delivered by practitioners who lead by example.



## Professors modeling the clinical behaviors that their students will need to deliver highly skilled, compassionate care

Rush University faculty members practice what they teach — it's that simple. Rush students train with world-renowned teacher-practitioners — men and women who retain active patient care and research enterprises while preparing the next generation of health care professionals — in a learning environment where medical knowledge is continually being advanced. In fact, nearly all Rush University faculty actively practice in their respective fields.

These teacher-practitioners shared their passion for patient care with 1,452 students enrolled in the University in the 2005-2006 school year.

Rush University is singularly focused on patients. Delivering focused patient care is all we teach and all we study. Every health profession — medicine, nursing, allied health — faces critical shortages of well-educated, dedicated practitioners. Rush University educates health care leaders with extensive experience applying the latest medical knowledge in a clinical setting. It does so in the tradition of compassionate care that has made Rush the medical destination of choice for so many since 1837.

It's physicians like Keith Millikan, MD, so respected by students that they've awarded him with the Phoenix Award for excellence in teaching seven times in the past 10 years.




Being recognized by the *Chicago Tribune* for teaching compassion

For some, it's gruesome, for others, it's exciting, but for all first-year medical students anatomy lab is an opportunity to learn first-hand how the human body works. Students' first exposure to a human cadaver is also a time to learn the first lesson of their career — that all patients are people first. And, to document that valuable lesson *Chicago Tribune* photographer Charles Osgood followed Rush's first-year medical students through anatomy lab. He spoke with professors and students and monitored their progress. He also documented the annual memorial service given by the students to honor, remember and thank those men and women who donated their bodies to be studied. The video, entitled "Dead Man Teaching," can be viewed on the *Chicago Tribune* Web site through 2008.

### A simulated environment teaching patient safety without patient risk

Operating room environments can be stressful and confusing — especially for students not accustomed to a fast-paced, high-pressure situation. Students of Rush University are given an opportunity to adjust and learn in a safer environment focused on training for the real thing. The Rush University Simulation Laboratory is a realistic operating room environment housing a life-like, life-sized simulated patient. The simulator has a pulse, blood pressure, heart sounds and the ability to realistically respond to a variety of medical interventions and health care emergencies. This year, Rush was among the first institutions in Illinois to obtain a baby simulator which will be used to train health care providers in pediatric care.





It's a focus on building and sustaining partnerships that bring resources and healing to our community.

## Collaborating with our community to treat and prevent infectious diseases

Founded in 1998 as a joint venture between Rush and the Cook County Bureau of Health Services, the Ruth M. Rothstein CORE Center provides a complete range of outpatient care to individuals and families affected by infectious diseases — especially HIV/AIDS. In fact, the CORE Center is the largest provider of HIV/AIDS services in the Midwest.

Although the CORE Center is overseen by the Cook County Bureau of Health Services, Rush is critically involved in its activities. In 2006, physicians at Rush provided care at the CORE Center, collaborated on research projects, rotated fellows through as part of their training and provided operational support. Rush leaders also continued to serve on its board.

Rush's involvement with the CORE Center enriches not only practice and education, it also contributes services that increase the chances of positive outcomes for patients. For example, out of 100 births to HIV-infected mothers, CORE Center patients had no infected babies — national averages suggest that 15 to 25 infected babies should be expected.

Established to provide high-quality, compassionate care to those affected by infectious diseases, the CORE Center provides a comprehensive range of care that includes primary care, mental health services, social and legal services, and support services like diagnostic testing, acupuncture and nutrition counseling. The center provides the latest treatments, research, prevention and education for all patients, regardless of their ability to pay.

Together, Rush and the CORE Center seek to better understand and to prevent HIV/AIDS and other infectious diseases through education and research.

It's community members like Robert Howell who serve as peer counselors and mentors to fellow CORE Center patients.




### Helping kids with math and science

Established by the Department of Community Affairs at Rush as a response to low science, math and reading scores in the Chicago Public Schools, the Science and Math Excellence Network works to provide the same educational opportunities for students and teachers on Chicago's West Side as those in more affluent areas. Formed in 1990, the SAME Network creates interest and improves efficiency in science, math and literacy by building state-of-the-art science laboratories in local schools, creating distinctive programs and supporting the professional development of teachers. Since its launch, the SAME Network has grown to a collaboration between Rush and 45 elementary schools, six high schools and many local businesses. In 2006 5,334 children and teens benefited from the SAME Network's services.

### A collaboration with the American Cancer Society to increase access to the best care

A new collaboration established this year between Rush and the American Cancer Society helped to ease the burden of cancer patients and their loved ones. This team effort brought a full-time patient navigator, Erin Kessler, LCSW, to the Rush Cancer Resource Program. From coordinating appointments and assisting with transportation to locating support groups and obtaining wigs for patients undergoing treatment, Kessler guides Rush's cancer patients through the treatment process to minimize emotional stress and maximize patients' ability to cope once they leave the hospital. Effective cancer treatment heals both body and spirit — and Rush's relationship with the American Cancer Society is offering patients just that.





It's the sense of accomplishment that comes from collaboration with Chicago's leaders.

## The leadership of a committed, strong Board

The Rush Board of Trustees is charged with overseeing the activities of the entire Medical Center, and Rush's success this past year, in large measure, is attributed to its dedicated and talented Board.

While the Trustees' role is governance, their influence and leadership infuse Rush with a sense of empowerment and pride. The Board is composed of some of the region's most respected leaders who have chosen Rush as a worthwhile partner. As they do in their prominent roles in business, government or civic organizations, the Trustees contribute their diverse perspectives and thoughtful insight to help shape the Rush of the future.

Representing the entire spectrum of disciplines, the Board's members have solid records in their chosen fields. Under their leadership, Rush has experienced unprecedented success. Following Rush's most successful philanthropic year in 2005 with another record-breaking year, the Board has led the charge to transform not only Rush's landscape, but that of medicine in Chicago. And, at the center of that transformation is the visionary spirit of the Trustees and their commitment to Rush and the community it serves.

It's being an integral part of Chicago's landscape.



### Being recognized as a Center of Excellence

Rush was chosen as one of only two bioterrorism preparedness Centers of Excellence by the Chicago Department of Public Health because of its strong commitment to disease control, emergency preparedness and the health of its community. Awarded the distinction in 2002, Rush's ability to protect the people of Chicago has increased every year and culminated into a blueprint for the emergency department of the future. Building on plans for The McCormick Tribune Center for Advanced Emergency Response, the new facility will include state-of-the-art decontamination facilities, an emergency patient surge space and a streamlined triage center. Additionally, in 2006 Rush was awarded a research grant from the Department of Defense to design an artificially intelligent computer module for disease surveillance. Through these advances and the new facility, Rush will bring an unprecedented level of emergency preparedness to Chicago and continue to exemplify what it means to be a Center of Excellence.

### A dedication to our West Side neighborhood

Patient care is at the heart of everything we do and Rush's commitment to the community is a vital and long-standing part of our mission. Since our founding in 1837, we have never wavered in our dedication to Chicago, and particularly to the West Side. Recently published numbers show that Rush University Medical Center and Rush Oak Park Hospital, which is managed by Rush, provided more than \$155 million in community benefits in FY06 to the West Side and to the people of Chicago. It's all part of Rush's mission to provide the very best care for our patients.



It's an investment  
in a vision for the  
future of medicine.

## A kick-off event marking the beginning of Rush's future

On June 14, more than 600 people, including Chicago Mayor Richard M. Daley, other civic leaders, and Rush donors, volunteers and friends, gathered on the site of the new hospital to celebrate the public launch of the campaign and the beginning of Rush's future. The kick-off event was followed by celebrations that recognized the important role faculty and employees play in the transformation of the Rush campus.

The cornerstone of the campaign is the new hospital, designed to provide a dynamic healing environment for patients while empowering caregivers to provide earlier diagnoses, better treatments and more effective cures. Advanced surgery and procedure suites will facilitate cooperation across specialties and embrace opportunities for collaboration. The campus transformation will also include the construction of a new ambulatory care building for orthopedics as well as major renovation and integration of existing Rush patient care facilities. Construction planning is well under way, with groundbreaking for the new hospital expected in 2008.

Other campaign priorities include supporting scholarships for a new generation of highly skilled physicians, nurses and other caregivers; enhancing translational research to move discoveries more quickly into innovative treatments for patients; and enriching Rush's programs in cancer, heart, orthopedics, neurosciences and women's and newborn care.

It's the excitement generated by a detailed architectural model illustrating the impact of the Rush transformation.



### Leadership gifts from philanthropic visionaries who make the future possible

The Campaign for Rush University Medical Center entered its public phase in June 2006 with gifts and pledges totaling \$167 million toward a goal of \$300 million. Several leadership gifts and pledges jumpstarted the campaign and inspired new levels of giving: \$20 million from the Herb family — matching the largest donation Rush had ever received (\$20 million from John and Mary Jo Boler); \$13 million from an anonymous donor; \$10 million in pledges from the Rush medical staff and faculty; \$10 million from the Woman's Board to create the Woman's Board Heart and Endovascular Center; and \$7.5 million from the McCormick Tribune Foundation for the McCormick Tribune Center for Advanced Emergency Response, a state-of-the-art emergency room.

### Award-winning firm Perkins + Will turning vision into reality

The Rush campus of the future is being designed by Perkins + Will, one of the nation's most respected firms with a rich history of award-winning work. The transformed Medical Center campus will renew and celebrate Rush's connection to Chicago and the West Side. A new campus gateway on Ashland and Harrison avenues will extend a warm welcome to the surrounding neighborhoods, and the dramatic new bed tower, highly visible from the Eisenhower Expressway, will communicate the vitality of our diverse, thriving West Side location. Everything in the new hospital will focus on patients and their families and will create a hospital experience that enhances comfort and healing.



What is it about Rush?

It's all these qualities together that make Rush an extraordinary place of healing — one that sets the standard of excellence in patient care, research and education.

## Financial Report

Rush University Medical Center experienced the best financial results in its history in FY2006, reporting excess of revenue over expense of more than \$60 million. Operating revenue continued to grow and increased by 2.5 percent after adjusting for the loss of \$29.8 million in Medicaid reimbursement related to the Illinois Hospital Assessment Program. Management initiatives continued to control expenses to only 1.5 percent growth after adjusting for the tax assessment paid in FY2005 related to the Medicaid program. Investment and philanthropic results contributed \$16.3 million to the reported net income and reflect the impact of Rush's growing investment balances and continued philanthropic support from the community. The improvement in recent years in Rush's financial performance combined with the strength and reputation of its medical staff, clinical programs and academic medical center mission led to Rush's first public bond rating in more than a decade in the A category as rated by all three rating agencies.

Patient care continues to be the central focus of Rush's mission. This was demonstrated again in FY2006 with continued growth as more patients seek to obtain their care at Rush. Net patient revenue increased 4.3 percent after adjusting for the loss of reimbursement from the Illinois Hospital Assessment Program noted above. The research and education endeavors of Rush continue to be key components of the mission and integral to support Rush's vision to be the medical center of choice in Chicago and recognized on a national level as one of the best. Rush reported \$93 million of research funding in FY2006 from federal, state and philanthropic sources.

The community continued to show its commitment to Rush in FY2006 by providing \$64.2 million in philanthropic support. Past giving continues to support Rush's programs every year with an additional \$13.7 million of support coming from the endowment. Maintaining a strong investment portfolio is key to continuing this support from the endowment. The endowment grew by 9.4 percent to a total of \$388.3 million in FY2006 driven primarily by investment returns of 11.5 percent.

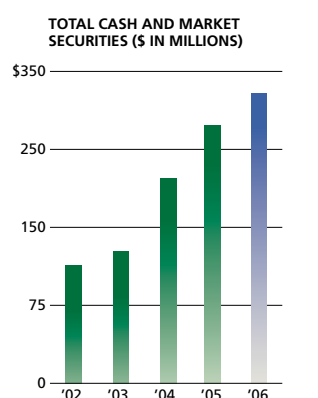
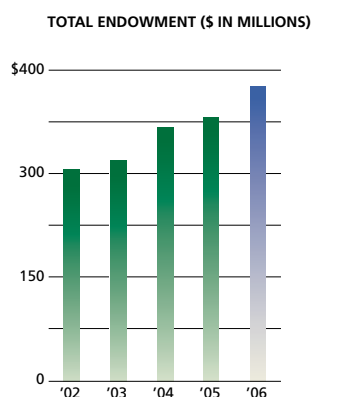
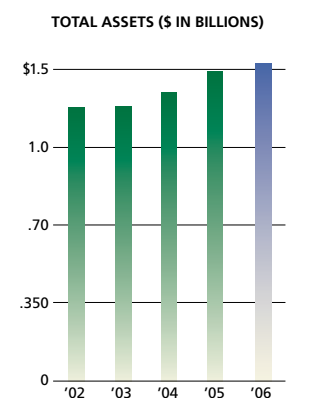
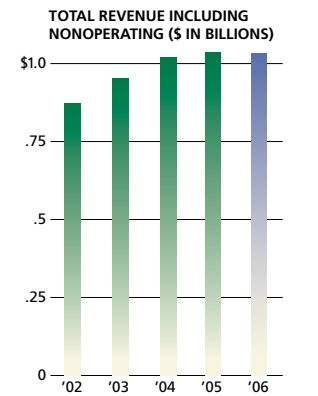
A key component of Rush's mission is its relationship with the community, and this was furthered in

FY2006 in a number of ways. In recognition of the growing number of people in Chicago and the surrounding area who need assistance with their hospital bills, Rush has increased the resources provided to fund its financial assistance programs. The programs have been expanded, clarified and more widely communicated to ensure that patients in need are aware of what is being offered. Rush also provides benefits to the community far in excess of its financial assistance programs including funding to research and education, subsidization of government programs and a variety of outreach clinics on Chicago's West Side. In its community benefit filing for FY2006, Rush identified \$155 million of support provided back to the community.

Rush has grand plans for its future which are closer to realization with the improvement in financial performance. A campus transformation program is planned which will require more than \$800 million of capital investment over the next eight years. When completed, this project will provide up-to-date facilities focused on the needs of the patient and will enable Rush to continue to provide the level of clinical care for which it is nationally recognized. To fund a capital program of this size, Rush will need to continue to focus on improving financial performance, both to generate cash to support the project and to maintain access to the bond market at the level of rating recently attained. Support from the community will also be required — Rush's current capital campaign goal of \$180 million to support the campus transformation program is a critical component of funding. As a not-for-profit institution, these are the only sources of capital funding available — all of the excess of revenue over expense generated at Rush is reinvested into programs and capital. It is critical that these sources of support continue to be available and grow to enable Rush to execute its plans and remain a provider of outstanding health care, a center for developing the future of health care through education and research, and a strong partner and employer in the community we serve.

*Catherine A. Jacobson*

Catherine A. Jacobson  
Senior Vice President,  
Strategic Planning and Finance;  
Chief Financial Officer and Treasurer





Philanthropy

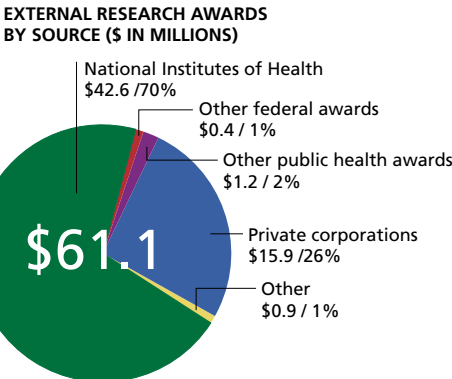
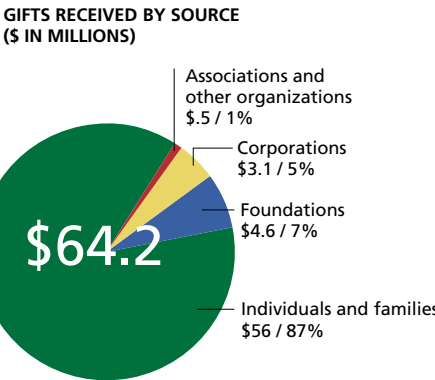
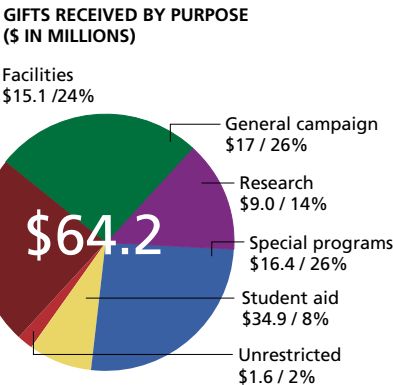
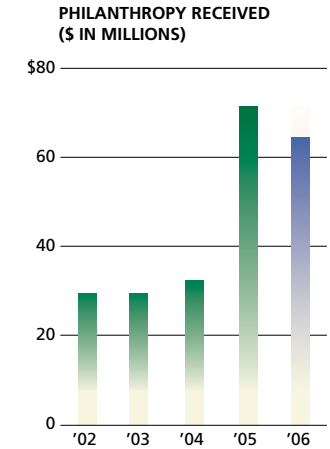
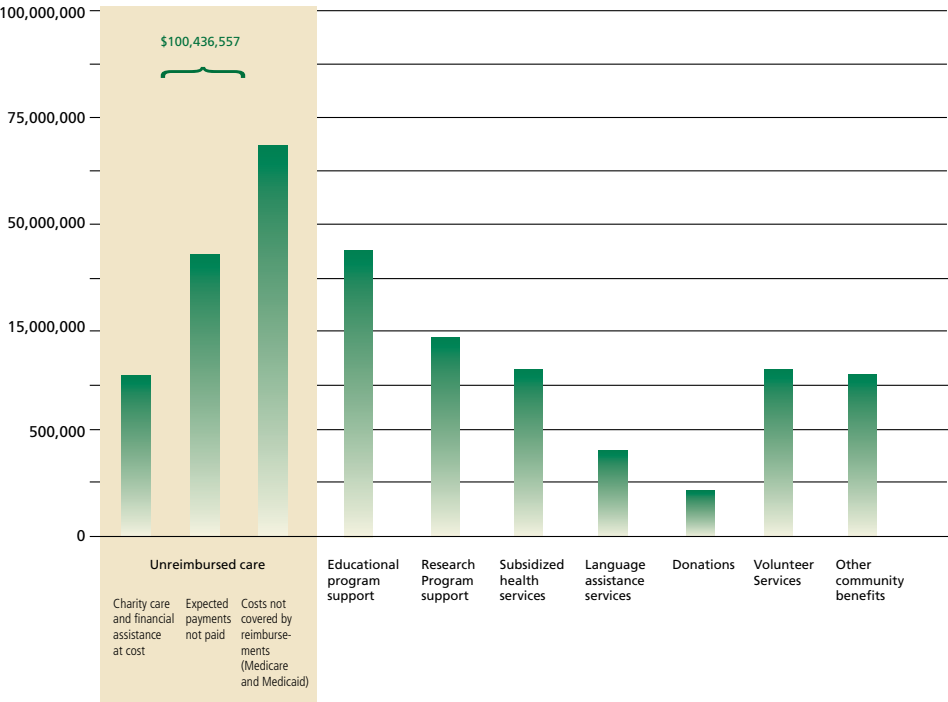
During FY2006, many of Rush’s most steadfast supporters made philanthropic contributions before the launch of the public phase of our \$300 million capital campaign. Between July 1, 2005, and June 30, 2006, Rush received \$64.2 million in philanthropic support, making the second full fiscal year of the campaign one of the most successful fundraising years in Rush’s history.

This philanthropic support has generated excitement about Rush’s plans for the future, but it has also enabled Rush’s caregivers, students, researchers and staff to maintain their focus on providing the very best patient care available. On behalf of all our patients, Rush thanks the individuals and families, corporations, foundations and other organizations who supported Rush in FY2006.

And with more than \$60 million in research awards from external sources, including the National Institutes of Health, Rush’s researchers received a boost in their work to transform the future of medicine through groundbreaking research discoveries.

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TOTAL COMMUNITY BENEFITS AND SERVICES FOR 2006 — \$155,223,142



Vital Statistics

RUSH IN BRIEF

Date founded.....	1837
Medical staff.....	909
Professional nursing staff.....	1,063
Residents and fellows.....	640
Employees .....	8,170

Staffed beds

Rush University Medical Center .....	613
Johnston R. Bowman Health Center .....	61
Rush Oak Park Hospital .....	176

Births

Rush University Medical Center .....	2,180
Rush Oak Park Hospital .....	N/A

Admissions

Rush University Medical Center.....	30,118
Rush Oak Park Hospital.....	4,539

Average length of stay in days

Rush University Medical Center.....	5.6
Rush Oak Park Hospital.....	6.6

Patient days

Rush University Medical Center.....	168,267
Rush Oak Park Hospital .....	29,954

Operations performed (inpatient and outpatient)

Rush University Medical Center.....	18,902
Rush Surgicenter.....	5,049
Rush Oak Park Hospital.....	4,422

Emergency department visits

Rush University Medical Center.....	45,605
Rush Oak Park Hospital.....	18,656

PHILANTHROPIC AND EXTRAMURAL SUPPORT

Total philanthropic gifts  
(in millions of dollars).....\$64.2

Gifts received, by purpose (in millions of dollars)  
Facilities.....\$15.1

General campaign.....	\$17.0
Research.....	\$9.2
Special programs.....	\$16.4
Student aid.....	\$4.9
Unrestricted.....	\$1.6

Gifts received, by source (in millions of dollars)

Associations and other organizations.....	\$.5
Corporations.....	\$3.1
Foundations.....	\$4.6
Individuals and families.....	\$56.0

Research Awards (in millions of dollars)

Research Awards, by source .....\$61.1

National Institutes of Health.....	\$42.6
Other federal awards.....	\$0.4
Other public health awards..	\$1.2
Private corporations...	\$15.9
Other.....	\$.9

RUSH UNIVERSITY STUDENT BODY

Rush Medical College.....	511
College of Nursing.....	482
College of Health Sciences.....	327
The Graduate College.....	90
Unclassified students.....	42

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- St. Luke’s — St. Luke’s Hospital School of Nursing (1885-1956)
- Pres — Presbyterian Hospital School of Nursing (1903-1956)
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- RCON — Rush University College of Nursing (1972-present)
- RMC — Rush Medical College (1837-1942 and 1973-present)
- CHS — College of Health Sciences (1978-present)
- Grad — The Graduate College

Every effort has been made to maintain accurate records. If your name is listed incorrectly or omitted, we apologize and kindly ask that you call the Office of Philanthropy at (312) 942-6830 and report the error so we may correct it in the future. Thank you.

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